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3 March 1972

MEMORANDUM FOR: Chief, Real Estate & Construction Division, Office
of Logistics

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SUBJECT : [REDACTED] PCS Report

1. Duties consisted of responsibilities for:

- a. All Vietnam In-Country construction projects exceeding \$1,000.
- b. Major maintenance or renovation projects exceeding \$1,000.
- c. In-house design of projects for construction; both in-house and by contract.
- d. Coordination with other Government agencies in construction matters.
- e. Supervision of American, TCN, and indigenous engineers, technicians, and nonskilled workers on matters related to construction and maintenance.

2. General Accomplishments: The undersigned left for PCS assignment in 1969 after a rather gloomy preparatory course in which speaker after speaker expressed frustration and foreboding as to what direction efforts would take in Vietnam. Funds, manpower, and interest seemed to be turning elsewhere. In reality, the work load and manpower situation descended on approximately the same curve. Having to take a second or even harder look at available funds made low priority items fall by the wayside. Big training and logistical support operations were gradually phased out. New construction starts diminished and emphasis turned more toward maintenance and upgrading of existing facilities. The major effort of the writers was to redirect a "crash" oriented construction apparatus to a new mission of normallization and cutting off of fat wherever and whenever possible.

3. Techniques used successfully:

- a. Reorganization of shops and professional assets.
- b. Emphasis on training of skilled technicians.

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- c. Introduction of specialized equipment.
- d. Reduction of forces and overtime in least productive areas.
- e. Close personal liaison with local utility officials.

4. Items of interest to successors: The strong possibility of continual swing away from new construction and toward maintenance of existing facilities exists. It requires significant effort to disengage from properties rented over long periods of time, each of which involves returning of property to "original condition" or adjudicating and compensating owners equitably.

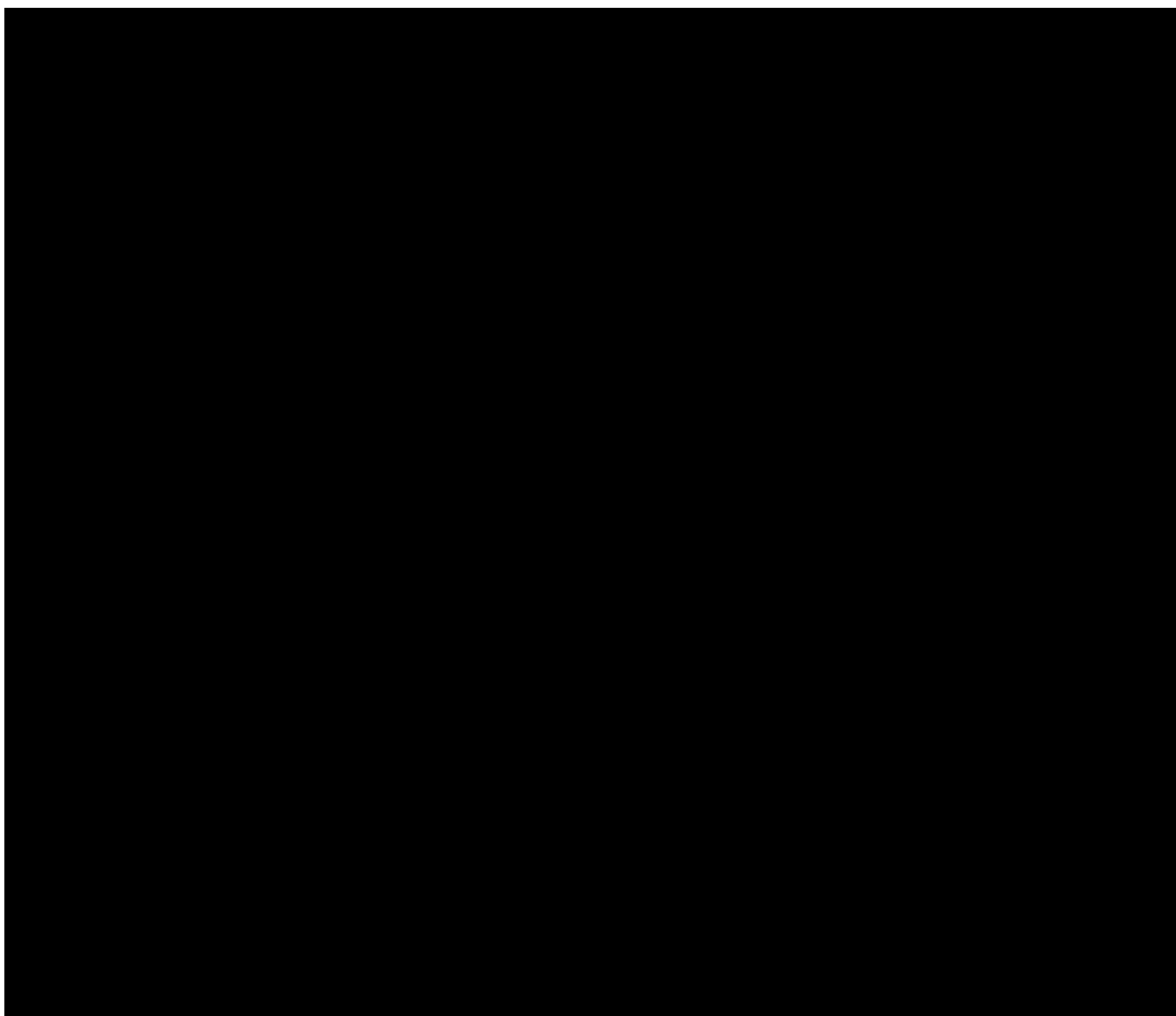
5. Radical shrinkage of station manning levels in both American and indigenous work forces is to be expected. TCN technical help continues to be a valuable tool but is particularly vulnerable to cost reduction efforts. Indigenous workers are at the same time extremely jealous but poorly equipped to replace the TCN technicians but pressures are continually used by immigration authorities to make life rough on the TCN's both individually and corporately.

6. Problem areas:

- a. Thefts are on increase as "get it while you can" trend begins to emerge.
- b. Indigenous pay scale is not as high as necessary to attract the few skilled people available.
- c. Finding qualified help is complicated by the draft and poor technical experiences available.
- d. Harrassment of TCN's is causing many to leave and not to return.

7. Job qualifications dictate that one be flexible and able to perform or, at the very least, recognize good performance in a broad range of skills; i.e., electrical, architectural, civil, mechanical, and good hard common sense. The ability to "live of the land" will be increasingly difficult but necessary as the American military shrinks or disappears as a source for logistical support. Ability to achieve order in the fact of financial, administrative, geographical, and personnel chaos is an unfortunate but necessary asset.

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8. New construction or major renovations:

- a. Renovation of [REDACTED] facilities for use by entire Stations as follows:

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1. Opened pool on roof after load testing and leak proofing.
2. Constructed bar on 6th floor.
3. Constructed restaurant on 6th floor.
4. Constructed laundry area on roof.
5. Installed concrete pavement at side and rear ground level.
6. Constructed package store on ground floor.
7. Constructed theatre on ground floor.
8. Installed emergency power plant at ground level.
9. Installed water chlorination facilities.

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